

# MEMO

**DATE:** December 16, 2005

**TO:** Administration Committee and Regional Council

**FROM:** Lambertus H. Becker, Interim Chief Financial Officer  
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**RE:** Monthly Report for November 2005



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## Information Only

**Background:** This report contains three attachments: (1) SCAG's budget and expenditure data as of November 30, 2005, (2) a listing of payables and receivables over forty-five days old (3) FY 2006-07 Comprehensive Budget Development Schedule.

**Budget and Expenses:** The SCAG Agency-wide and General Fund financial reports are attached. This financial data is directly exported from the SAP system. The Agency-wide report is all inclusive of the OWP, General Fund, Indirect Cost and Fringe Benefits. We have categorized the accounts in the Agency-wide report to give the Regional Council a 'Big Picture' view of the SCAG financials. These categories are summarized below and detailed on the following pages.

### Percent of year: 42%

Category	Budget	YTD Expends	Balance	Percent Spent
Staff	\$9,568,411	\$3,417,275	\$6,151,136	36%
Consultant	13,397,621	528,051	12,869,570	4%
Sub Regions	1,952,087	15,905	1,936,182	1%
Direct Costs	4,619,739	1,411,396	3,208,343	31%
Fringe Benefits	3,717,103	1,577,057	2,140,046	42%
Other	3,897,953	478,357	3,419,956	12%
<b>Total</b>	<b>\$37,152,914</b>	<b>\$7,428,041</b>	<b>\$29,724,873</b>	<b>20%</b>

### November Highlights

- Received draft of SCAG's fiscal year financial statements from KPMG.
- Started developing, with program staff and directors, 2006-07 OWP budget.

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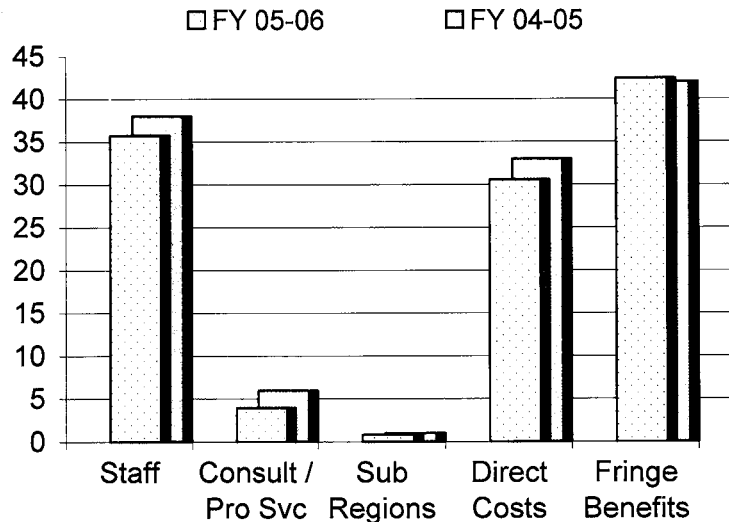
**Budget v. Actual and Encumbrances  
Through November - 42% of Year**

		Yr to Date Expenditures Thru Nov	Balance	Pct of Bud	Encum- brances	YTD Expenditures Plus Encumbrs	Balance	Pct of Bud
	Budget							
<b>Staff</b>								
Salaries	9,325,017	3,315,573	6,009,444	36%	-	3,315,573	6,009,444	36%
Temporary Help	243,394	101,702	141,692	42%	143,573	245,275	(1,881)	101%
	<b>9,568,411</b>	<b>3,417,275</b>	<b>6,151,136</b>	<b>36%</b>	<b>143,573</b>	<b>3,560,848</b>	<b>6,007,563</b>	<b>37%</b>
<b>Consultant / Professional Services</b>								
SCAG Consultant	12,962,621	424,655	12,537,966	3%	9,844,158	10,268,813	2,693,808	79%
Legal Services	435,000	103,396	331,604	24%	172,420	275,816	159,184	63%
Professional Services	0	0	0	0%	1	1	(1)	0%
	<b>13,397,621</b>	<b>528,051</b>	<b>12,869,570</b>	<b>4%</b>	<b>10,016,579</b>	<b>10,544,630</b>	<b>2,852,991</b>	<b>79%</b>
<b>Sub Regions</b>								
Subregional Consultant	864,729	7,304	857,425	1%	490,512	497,816	366,913	58%
Subregional Staff Projects	1,087,358	8,601	1,078,757	1%	1,123,022	1,131,623	(44,265)	104%
	<b>1,952,087</b>	<b>15,905</b>	<b>1,936,182</b>	<b>1%</b>	<b>1,613,534</b>	<b>1,629,439</b>	<b>322,648</b>	<b>83%</b>
<b>Direct Costs</b>								
Internet Access Fees	3,000	599	2,401	20%	1,198	1,796	1,204	60%
Software Support	111,988	59,136	52,852	53%	11,280	70,416	41,572	63%
Hardware Support	29,825	11,618	18,207	39%	15,006	26,624	3,201	89%
Software Purchases	30,000	18,483	11,517	62%	3,009	21,492	8,508	72%
Office Rent - Main Office	1,188,411	487,770	700,641	41%	545,294	1,033,063	155,348	87%
Office Rent - Satellite Office	40,000	23,419	16,581	59%	12,928	36,347	3,653	91%
Equipment Leases	491,270	172,110	319,160	35%	312,508	484,618	6,652	99%
Equipment Repairs	82,640	5,511	77,129	7%	6,875	12,386	70,254	15%
Insurance	179,000	180,183	(1,183)	101%	-	180,183	(1,183)	101%
Payroll and Bank Process Fee	32,100	8,922	23,178	28%	-	8,922	23,178	28%
Office Supplies	110,000	37,833	72,167	34%	58,489	96,322	13,678	88%
Office Maintenance	-	-	-	0%	-	-	0	0%
Small Office Purchase	337,000	47,679	289,321	14%	12,817	60,496	276,504	18%
Telephone Charges	169,508	32,463	137,045	19%	7,579	40,042	129,466	24%
Postage and Delivery	80,000	18,269	61,731	23%	883	19,153	60,847	24%
SCAG Memberships	71,375	48,246	23,129	68%	400	48,646	22,729	68%
Professional Memberships	8,240	1,469	6,771	18%	1,040	2,509	5,731	30%
Resource Materials and Subs	39,350	10,132	29,218	26%	57,904	68,036	(28,686)	173%
Depreciation - Furniture	10,000	12,753	(2,753)	128%	-	12,753	(2,753)	128%
Depreciation - Computer	39,270	18,865	20,405	48%	-	18,865	20,405	48%
Capital Outlay	44,000	-	44,000	0%	-	0	44,000	0%
Recruitment Notices	29,450	7,623	21,827	26%	16,801	24,424	5,026	83%
Public Notices	15,900	3,216	12,684	20%	2,784	6,000	9,900	38%
Staff Training	132,396	16,268	116,128	12%	90,492	106,760	25,636	81%
RC & Committee Meetings	20,000	4,742	15,258	24%	6,259	11,001	8,999	55%
RC Retreat	15,000	-	15,000	0%	-	-	15,000	0%
RC General Assembly	15,000	-	15,000	0%	-	-	15,000	0%
Other Meeting Expense	44,500	1,275	43,225	3%	3,550	4,825	39,675	11%
Miscellaneous	227,166	30,954	196,212	14%	9,700	40,654	186,512	18%
RC Meeting Stipends	140,000	50,400	89,600	36%	-	50,400	89,600	36%
Letter of Credit Interest	100,000	0	100,000	0%	-	0	100,000	0%
Caltrans Rapid Pay Fees	1,000	375	625	38%	-	375	625	38%
Cash Contributions to Projects	285,632	4,581	281,051	2%	-	4,581	281,051	2%
Printing	150,912	7,131	143,781	5%	36,182	43,313	107,599	29%
Travel	220,806	45,555	175,251	21%	-	45,555	175,251	21%
Travel - Lod > Per Diem	5,000	1,580	3,420	32%	-	1,580	3,420	32%
Travel - Event Registration	22,900	14,331	8,569	63%	315	14,646	8,254	64%
AMPO Board Expense	0	-	0	0%	-	-	0	0%
NARC BOARD EXPENSE	3,000	-	3,000	0%	-	-	3,000	0%
RC Special Projects	18,000	13,905	4,095	77%	-	13,905	4,095	77%
RC Sponsorships	76,100	14,000	62,100	18%	350	14,350	61,750	19%
	<b>4,619,739</b>	<b>1,411,396</b>	<b>3,208,343</b>	<b>31%</b>	<b>1,213,643</b>	<b>2,625,038</b>	<b>1,994,701</b>	<b>57%</b>

**Budget v. Actual and Encumbrances  
Through November - 42% of Year**

	Budget	Yr to Date Expenditures Thru Nov	Balance	Pct of Bud	Encum- brances	YTD Expenditures Plus Encumbrs	Balance	Pct of Bud
<b>Fringe Benefits</b>								
Vacation Accrual Reconciliatic	-	0	0	0%	-	0	0	0%
Severance Pay	-	0	0	0%	-	0	0	0%
Sick Leave Payback	-	0	0	0%	-	0	0	0%
Compensation Awards	50,000	47,826	2,174	96%	-	47,826	2,174	96%
Retirement - PERS	1,748,154	694,128	1,054,026	40%	-	694,128	1,054,026	40%
Retirement - PARS	56,916	29,025	27,891	51%	-	29,025	27,891	51%
Health Insurance	750,000	270,916	479,084	36%	-	270,916	479,084	36%
Dental Insurance	79,960	37,225	42,735	47%	-	37,225	42,735	47%
Vision Insurance	26,747	9,753	16,994	36%	-	9,753	16,994	36%
Life Insurance	110,000	37,704	72,296	34%	-	37,704	72,296	34%
Medical & Dental Cash Rebat	324,600	122,287	202,313	38%	-	122,287	202,313	38%
Medicare Tax	138,786	43,923	94,863	32%	-	43,923	94,863	32%
Tuition Reimbursements	5,000	1,000	4,000	20%	-	1,000	4,000	20%
Bus Passes	12,000	3,819	8,181	32%	-	3,819	8,181	32%
Carpool Reimbursements	4,000	1,295	2,705	32%	-	1,295	2,705	32%
Bus Passes - Taxable	63,000	21,281	41,719	34%	-	21,281	41,719	34%
Workers Comp Insurance	233,900	233,009	891	100%	-	233,009	891	100%
Unemployment Insurance	33,540	15,191	18,349	45%	-	15,191	18,349	45%
Deferred Comp Match	76,500	7,335	69,165	10%	-	7,335	69,165	10%
Benefit Administration Fees	4,000	1,340	2,660	34%	-	1,340	2,660	34%
	<b>3,717,103</b>	<b>1,577,057</b>	<b>2,140,046</b>	<b>42%</b>	-	<b>1,577,057</b>	<b>2,140,046</b>	<b>42%</b>
<b>Other</b>								
Soft Match Contributions	3,472,217	478,357	2,993,860	14%	2,800,203	3,278,560	193,657	94%
Exp - Local cash	550,000	0	550,000	0%	-	0	550,000	0%
Reconcile to Burden	(124,264)	0	(124,264)	0%	-	0	(124,264)	0%
	<b>3,897,953</b>	<b>478,357</b>	<b>3,419,596</b>	<b>12%</b>	<b>2,800,203</b>	<b>3,278,560</b>	<b>619,393</b>	<b>84%</b>
<b>Grand totals:</b>	<b>37,152,914</b>	<b>7,428,041</b>	<b>29,724,873</b>	<b>20%</b>	<b>15,787,532</b>	<b>23,215,572</b>	<b>13,937,342</b>	<b>62%</b>

**% of Budget Spent @ 42% of year**



**Budget v. Actual and Encumbrances**  
**General Fund Only**  
**Through November - 42% of Year**

	Budget	Yr to Date Expenditures Thru Nov	Balance	Pct of Bud	Encum- brances	YTD Expenditures Plus Encumbrs	Balance	Pct of Bud
<b>Staff</b>								
Salaries	14,730	5,598	9,132	38%	-	5,598	9,132	38%
Fringe Burden	8,716	4,325	4,391	50%	-	4,325	4,391	50%
Indirect Burden	26,128	11,057	15,071	42%	-	11,057	15,071	42%
	<b>49,574</b>	<b>20,980</b>	<b>28,594</b>	<b>42%</b>	<b>-</b>	<b>20,980</b>	<b>28,594</b>	<b>42%</b>
<b>Consultant / Professional Services</b>								
SCAG Consultant	292,980	100,243	192,737	34%	181,157	281,400	11,580	96%
Legal Services	200,000	14,822	185,178	7%	113,591	128,413	71,588	64%
Professional Services	-	-	-	0%	-	-	-	0%
	<b>492,980</b>	<b>115,065</b>	<b>377,915</b>	<b>23%</b>	<b>294,748</b>	<b>409,813</b>	<b>83,168</b>	<b>83%</b>
<b>Direct Costs</b>								
Payroll Bank Fees	-	1,612	(1,612)	0%	-	1,612	(1,612)	0%
Office Supplies	-	-	-	0%	-	-	-	0%
SCAG Memberships	13,133	17,613	(4,480)	134%	-	17,613	(4,480)	134%
Capital Outlay	44,000	-	44,000	0%	-	-	44,000	0%
RC & Committee Meetings	20,000	4,742	15,258	24%	6,259	11,001	8,999	55%
RC Retreat	15,000	-	15,000	0%	-	-	15,000	0%
RC General Assembly	15,000	-	15,000	0%	-	-	15,000	0%
TRAINING	25,000	-	25,000	0%	-	-	25,000	0%
Other Meeting Expense	26,000	(179)	26,179	-1%	900	721	25,279	3%
Miscellaneous	46,636	22,210	24,426	48%	870	23,081	23,555	49%
RC Meeting Stipends	140,000	50,400	89,600	36%	-	50,400	89,600	36%
Letter of Credit Interest	100,000	-	100,000	0%	-	-	100,000	0%
Caltrans Rapid Pay Fees	1,000	375	625	38%	-	375	625	38%
Cash Contributions to Projects	285,632	4,581	281,051	2%	-	4,581	281,051	2%
Travel	39,300	6,345	32,955	16%	-	6,345	32,955	16%
Travel - Lod. > Per Diem	5,000	1,110	3,890	22%	-	1,110	3,890	22%
Travel - Event Registration	3,000	520	2,480	17%	-	520	2,480	17%
AMPO Board Expense	-	-	-	0%	-	-	-	0%
NARC BOARD EXPENSE	3,000	-	3,000	0%	-	-	3,000	0%
RC Special Projects	18,000	13,905	4,095	77%	-	13,905	4,095	77%
RC Sponsorships	76,100	14,000	62,100	18%	350	14,350	61,750	19%
	<b>875,801</b>	<b>137,234</b>	<b>738,567</b>	<b>16%</b>	<b>8,379</b>	<b>145,614</b>	<b>730,187</b>	<b>17%</b>
<b>Grand totals:</b>	<b>1,418,355</b>	<b>273,279</b>	<b>1,145,076</b>	<b>19%</b>	<b>303,127</b>	<b>576,407</b>	<b>841,949</b>	<b>41%</b>

Accounts Receivable							
Funding Agency	Project	Reason for delay	Actions taken	Amount		Age	Prognosis
MTA/Caltrans	<b>Commuter Access Project:</b> Developed a subscriber-based real-time traffic information system.	After the billings were sent to MTA and the project was completed, they declined to reimburse stating that a required form should have been sent to Caltrans at the time of signing the agreement. They stated the payment of our billing was a Caltrans obligation because they are the direct funding source.	SCAG staff relied on representations from MTA staff that alternative funding was being sought to fund the project. However SCAG was notified in 2004 of MTA's intent to de-obligate the funding. SCAG was able to delay the de-obligation and sent a formal request to Caltrans (11/09/04) to request them to administratively appeal our claim to the FHWA. Following further talks and additional documentation in a 05/31/05 letter, Caltrans did not file an appeal. Instead, they recommended a direct appeal for alternative funding from FTA.	\$130,000	(1)	4 years	Doubtful collection.
MTA/Caltrans	<b>Web-Accessible Vanpool Information System:</b> Developed and implemented an a centralized vanpool database that contains lists of vanpools, vacancies and destinations.	See above	See above	\$101,000	(1)	4 years	Doubtful collection.
SCRRA	Upgrade the Alternative Model Analysis of the Regional Travel Demand Model.	SCAG rejected the work of a sub-contractor and SCRRA has declined to pay their share of the upgrade until the model is completed.	SCAG modeling staff has negotiated with the contractor to satisfactorily correct the deficiencies at their own expense. Completion and collection is forecasted by year end.	\$37,059		17 months	Probable
(1) - Funds are budgeted in this year's General fund budget to pay for these costs if our appeal is unsuccessful.							
Accounts Payable							
San Gabriel Valley COG	Various OWP funded project work contracted and performed by the SGVCOG.	Payment will not be made until internal audit issues are resolved.	Resolution of the internal audit issues are continuing.	\$129,533		6 months	Payment is contingent on resolution of audit issues.

# FY 2006-07 Comprehensive Budget Development Schedule

Week	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	<b>July</b>				<b>1</b>
35					
34	<b>4</b> 4th of July	<b>5</b>	<b>6</b>	<b>7</b> <i>RC MEETING</i>	<b>8</b>
33	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>
32	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>
31	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b> discuss schedule & priorities with subregions	<b>29</b> <u>4th quarter progress report due to Caltrans</u>
	<b>August 1</b>	<b>2</b> management approves draft schedule	<b>3</b> distribute schedule internally	<b>4</b> <i>EXECUTIVE COMMITTEE</i>	<b>5</b>
30	<b>8</b>	<b>9</b>  project selection criteria discussion	<b>10</b>	<b>11</b> draft schedule finalized for RC mailing; priorities / workshop material for September RC; discuss priorities / plan workshop for RC	<b>12</b>
29					
28	<b>15</b>	<b>16</b> project selection criteria discussion	<b>17</b>	<b>18</b>	<b>19</b> meet with Caltrans to discuss document format
27	<b>22</b> develop template for new document; hire access expert for database development	<b>23</b>	<b>24</b>	<b>25</b>  discuss priorities with subregions	<b>26</b>
26	<b>29</b>	<b>30</b> project selection criteria discussion	<b>31</b>		
	<b>September</b>			<b>1</b>  <i>RC MEETING - OWP schedule is approved; hold priorities workshop at RC; provide copies of comprehensive budget</i>	<b>2</b>  staff to fill in draft project framework chart
26					
25	<b>5</b> Labor Day	<b>6</b> project framework/ priorities discussion	<b>7</b> priorities are drafted	<b>8</b>	<b>9</b>
24	<b>12</b>	<b>13</b> <u>Caltrans 4th quarter progress report meeting</u> project framework & priorities discussion	<b>14</b>	<b>15</b>	<b>16</b>
23	<b>19</b> directors & managers meeting on framework & criteria	<b>20</b> project framework finalized	<b>21</b> memo for October RC on priorities	<b>22</b> discuss priorities & project selection criteria with subregions	<b>23</b> complete creation of database
22	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>

management deadlines

required deadlines

RC agenda schedule

**RC MEETINGS**

# FY 2006-07 Comprehensive Budget Development Schedule

Week	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	<b>October 3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
21	progress reports due		complete test run of database		
	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>
20	<b>RC MEETING - Approves Final Priorities</b>	subregional & staff projects requested	subregional OWP training; SCAG staff & subregional scope writing training	hold meetings with each subregion on proposals (Oct 13 - Nov 11)	
	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>
19			internal project development training		
	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>
18	directors & managers meeting to review project concepts/budget			Sub-Regional Coordinators meeting	
	<b>31</b>				
17	<u>1st quarter progress report due to Caltrans</u>				
	<b>November</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
17		preliminary fund estimates from Caltrans		<b>RC MEETING</b>	
	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>
16					
	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>
15	<u>subregional &amp; staff project proposal write-ups due by 5:00 PM</u>				
	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>
14	managers meeting to discuss proposals			Thanksgiving	Thanksgiving
	<b>28</b>	<b>29</b>	<b>30</b>		
13	managers meeting to finalize proposals	1st review of project proposals	develop staff hours calculations		
	<b>December</b>			<b>1</b>	<b>2</b>
13				<b>RC MEETING</b>	
	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
12		final review of project proposals			
	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>
11					
	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>
10				project selection completed	
	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>
9	Christmas			finalize all OWP write-ups	write prospectus; gather planning programs from other agencies

management deadlines

required deadlines

RC agenda schedule

**RC MEETINGS**

# FY 2006-07 Comprehensive Budget Development Schedule

Week	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	<b>January 2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
8	News Years Day			RC MEETING	progress reports due
	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>
7					enter all information into SAP, develop all financial reports; gather list & create forms for all grant apps; draft resolution; gather all certifications for signature; create staff allocation chart
6	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
	Martin Luther King Day				
5	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>
	OWP document drafted				
4	<b>30</b>	<b>31</b>			
		2nd quarter progress report due to Caltrans			
	<b>February</b>		<b>1</b>	<b>2</b>	<b>3</b>
4				RC MEETING - Budget study session on proposed budget	review and edit document as needed; develop presentation for Admin & RC; create summary document for Admin & RC
3	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
				draft OWP finalized for RC mailing	
2	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>
			draft OWP printing		RC mailing
1	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>
	Presidents Day				
0	<b>27</b>	<b>28</b>			
		ICAP to Caltrans			
	<b>March</b>		<b>1</b>	<b>2</b>	<b>3</b>
0			draft document sent to Caltrans per Handbook	RC MEETING - Approve release of Draft OWP for comment; document released for public comment	
1	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
2	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>
3	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>
4	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>
					public comment period closes

management deadlines

required deadlines

RC agenda schedule

RC MEETINGS



# FY 2006-07 Comprehensive Budget Development Schedule

Week	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
5	<b>April 3</b> progress reports due	<b>4</b> mgmt decides what changes should be made	<b>5</b>	<b>6</b> <b>RC MEETING</b>	<b>7</b> modify document based on comments; Comments are responded to
6	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b> finalize OWP based on comments
7	<b>17</b>	<b>18</b>	<b>19</b> print final OWP for RC mailing	<b>20</b> <b>IPG meeting (tentative)</b>	<b>21</b> mail to RC
8	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b> <b>3rd quarter progress report due to Caltrans</b>
9	<b>May 1</b> <b>submit final OWP to Caltrans per Handbook</b>	<b>2</b>	<b>3</b>	<b>4</b> <b>RC MEETING - Approval of final OWP</b>	<b>5</b>
10	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
11	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>
12	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>
13	<b>29</b> <i>Memorial Day</i>	<b>30</b>	<b>31</b>		
13	<b>June</b>			<b>1</b> <b>Caltrans submits approval of OWP to FHWA</b>	<b>2</b>
14	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
15	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>
16	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>
17	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b> <b>FHWA provides approval to Caltrans; Caltrans approves OWP</b>

management deadlines

**required deadlines**

RC agenda schedule

**RC MEETINGS**